

An underwater photograph of five water polo players in a pool. The water is a deep blue, and the players are wearing swim caps and swimsuits. One player in the bottom right is holding an orange water polo ball. The year '2025' is printed in large, white, textured numbers across the center of the image.

2025

ANNUAL REPORT
**A strategic cycle
built on delivery**

ULIS

UNITED LOTTERIES FOR
INTEGRITY IN SPORTS

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President's message



Dear ULIS members, partners, and friends,

It is a privilege to address you for the first time as President, following my election in September 2025. I thank you for the confidence placed in me and our Executive Committee. I accept this mandate with a clear sense of responsibility to our community and to ULIS's mission.

ULIS was founded by state-licensed lotteries, institutions rooted in the public interest, and we share the core value of a non-commercial approach to integrity. As a non-profit organization, ULIS's role is to protect sports integrity for the benefit of society, reinforcing the contributions to good causes that lotteries fund.

This important mission, coupled with a renewed governance and strategic focus, will guide my presidency. I recognize the progress that has been achieved and welcome the new strategy endorsed at our last General Meeting. Together with the Executive Committee and the General Secretariat, we are committed to implementing the strategic priorities with efficiency, and a long-term view. Our approach to renewal means building on what works, making adjustments where needed, and ensuring that ULIS remains at the forefront of global sports integrity.

The current international context underscores the urgency of our work. Recent revelations and investigations into manipulation concerns in major leagues, including the National Basketball Association (NBA), remind us that no sport, market, or jurisdiction is immune to these risks. We face a global, fast-moving issue, with serious potential consequences on sports betting operations, economical or reputational. Now, more than ever, it is time to act, and ULIS is well positioned to respond to this threat: a trusted monitoring platform technology, a comprehensive educational program, and coordinated international engagements with clear public policy interests.

Only a joint global multistakeholder effort can tackle the challenges we are facing. We remain committed to support the international guidance

and the principles of the Macolin Convention, as we understand this alignment is key to undermine competition manipulation, illegal betting, and amplifies the voice of our members in the international policy-making processes.

I invite you to engage with the ULIS forums and share your thoughts, challenges, and ideas for strengthening our integrity ecosystem. Together, we can translate our collective experience into a broader culture of integrity that resonates far beyond our own jurisdiction.

Finally, I would like to express my gratitude for your continuing support of our team's daily activities within the association. I look forward to working with you over the coming years to raise the global standard in sports and sports betting integrity. Rest assured that I will carry out my duties with the utmost energy, transparency, and accountability to fulfill the mandate you entrusted to me.

Sincerely,

Jean-Luc Moner-Banet

Foreword from our General Secretary



Completion of a three-year strategic cycle built on delivery

As we close the chapter that began in 2022, I look back with pride at how we reset our association: we clarified our role and identity, strengthened governance, expanded services, and invested in new technology that has improved our daily work.

We turned our monitoring operations into a one-stop integrity platform, that unites monitoring, analysis, intelligence, and member engagement in a single ecosystem. Today, we cover more than 920,000 events across 34 sports, supported by AI model-based alerts, in-play protection, and a comprehensive integrity knowledge database.

Education has become a cornerstone of our mission. We launched a comprehensive educational program with ready-to-use toolkits and training kits, developed international projects to raise integrity awareness among diverse audiences, and deepened our collaboration with the academic community.

Our partnership network widened and matured. We signed MoUs with UEFA (2023), CIBELAE (2023), and CONMEBOL (2024), and a cooperation agreement with the International Olympic Committee (2022) that supported us in organizing our Integrity Seminars in Lausanne. We played a key role in the European Union Erasmus + Projects IntegriSportNext, IntegriSport 3, and Integriball 2, as well as in the Council of Europe's ACT Project. We are long-standing member of the FIFA and UEFA Integrity Task Forces and the INTERPOL Match-Fixing Task Force.

Financially, we moved from losses to stability, despite significant investments. This was possible thanks to disciplined execution, the trust of our members, and the relevance of our services.

I thank our members and partners for understanding our strategic objectives and standing with us throughout this journey. We can be proud of what we have built together.

Yet, we cannot be complacent. Integrity threats evolve, and so must we. At our last General Meeting in September in Bern, Switzerland, I presented a new three-year strategy shaped by a thorough SWOT analysis. Building on our unique strengths and mandate, supported by national governments and intergovernmental organizations, we will strengthen communication, broaden our global membership presence, and secure long-term financial sustainability.

We now open a new cycle with clear goals, transparent governance, a new President, and a renewed Executive Committee. With your continued support, we will keep safeguarding sport from manipulation and any interference that undermines its core ethical principles.

Thank you to all our lottery members and partners for your trust as we move forward together.

Luca Esposito

| Our organization

About ULIS

The United Lotteries for Integrity in Sports (ULIS) is a non-profit association of state lotteries conceived to safeguard the integrity and core values of sports from corruption, specifically, from the manipulation of sports competitions.

ULIS brings together state lotteries, national and international actors in the field of sport integrity and seeks to act as a platform for sharing information, best practices and experience among its members. We offer a complete ecosystem of preventive (education, training, networking) and

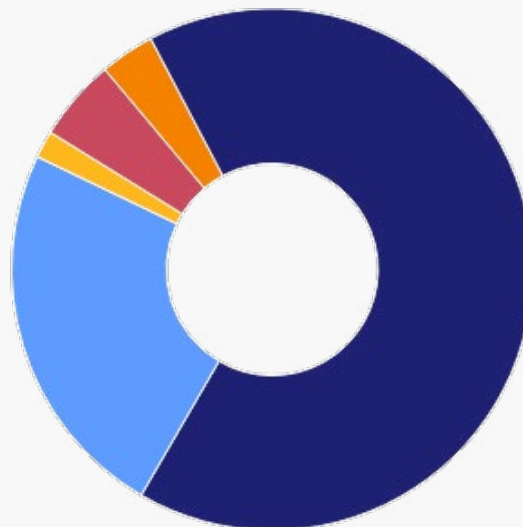
interventional services (monitoring, detection, reporting, stakeholder and law enforcement collaboration) that are lottery savvy.

ULIS is the only betting organization to hold observer status at the Macolin Convention Follow-up committee.

Our complete set of services under one roof include:



59 Members



Intergovernmental body



Lottery organizations



Public authorities



Law enforcement



Sports organizations



16 Partners

Including the IOC, FIFA, UEFA, CONMEBOL, INTERPOL, Europol, and the Council of Europe

Executive Committee activities

Executive Committee (2023-2025)

The Executive Committee elected in 2023 concluded its mandate in September 2025 after convening five times throughout this period.

During their tenure, the committee diligently advanced the efforts of several working groups, including one focused on developing the value proposition of the association, another dedicated to the creation of a new monitoring platform, and

a third addressing issues related to illegal sports betting. At the end of its activity, the Executive Committee was composed of Gilles Maillet, Stéphane Fraser, Ales Vesely, Lemeng Wang, Chris Lo, Younes El Mechrafi, and Chee Wen Lam.

ULIS extends its gratitude to the members of the Executive Committee for their dedicated efforts during this term. Significant milestones were

accomplished during their mandate, including the launch of EDULIS, the ULIS Educational Program; a state-of-the-art monitoring platform for sports betting integrity; and the expansion of the organization's collaborations with international stakeholders and sports organizations, such as UEFA and CONMEBOL, while developing ULIS's presence in Latin America.

The newly elected Executive Committee (2025-2028)

The association's management has entered a new chapter of leadership with the election of Jean-Luc Moner-Banet as President and the appointment of a new Executive Committee during its General Meeting in Bern, Switzerland.

This transition builds on the organization's record of achievement while preparing to address the challenges and opportunities of the constantly evolving global sports betting ecosystem.

At the General Meeting, the mandate of the newly elected ULIS Executive Committee was confirmed for an exceptional three-year term, running until 2028. This extension was accepted by the members with the purpose of aligning the elected General Meetings with the World Lottery Summit. From 2028, the Executive Committee will continue to be elected for two years as per the association's bylaws.

The elected President, Jean-Luc Moner-Banet, has long been a prominent advocate for integrity and good governance on the international stage. From 2012 to 2018, he served as President of the World Lottery Association (WLA), driving global



The new ULIS Executive Committee comprises:

- **Jean-Luc Moner-Banet (President)** – CEO, Loterie Romande, Switzerland
- **Chris Lo (Vice-President)** – Head of Trading, The Hong Kong Jockey Club, Hong Kong, China
- **Chee Weng Lam** – CEO, Singapore Pools, Singapore
- **Louis Beaudet** – Sports and Entertainment Betting Director, Loto-Québec, Canada
- **Antoine Beghin** – Director of Sponsorship & Sports Integrity, La Française des Jeux, France
- **Younes El Mechrafi** – CEO, Marocaine des Jeux et des Sports (MDJS), Morocco
- **Ales Vesely** – CEO, SAZKA a.s., Czech Republic
- **Lemeng Wang** – Board Director, China Sports Lottery Operation Co., Ltd., China

initiatives to strengthen standards for security and transparency. Since 2009, he has been serving in leadership roles at European Lotteries (EL), including his current position as Supervisory Chair of the Sport & Sport Integrity Working Group. In 2019, he took up

his role as Chair of the WLA Betting Integrity on Sports & Horse Racing Committee (BISHRC), established to preserve the integrity of sport by leading the fight against match-fixing and illegal betting.

| Our three pillars of service



Monitoring
& Intelligence



Education
& Prevention



The ULIS
network:
Collaboration,
Policy making

1

2

3



| Monitoring

One Stop Integrity Platform continuous improvement



In July 2024, ULIS marked a significant milestone with the launch of its new proprietary one-stop integrity platform enhanced with cutting-edge technology.

This first stage focused on critical components, including the expansion of market coverage, seamless integration of in-play detection mechanisms, and the deployment of model-based alerts. Altogether, this development has significantly boosted ULIS' ability to monitor sporting events and support its members in identifying potential risks.

Improving the platform: new features in 2025

Building on the robust infrastructure of the platform established in 2024, ULIS moved towards a second phase in January 2025, introducing a range of additional features.

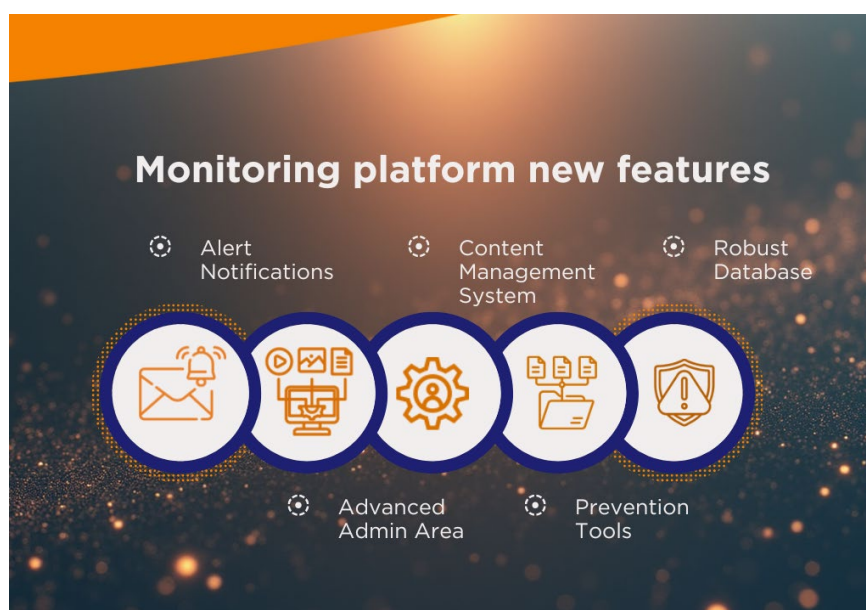
These features aimed to ensure that the platform was not only functional but also versatile and aligned with users' needs. Among the newly implemented features were alert notifications, which provided real-time updates made accessible via push notifications built as progressive web application. The enlargement of the content management system allowed members to access outputs such as integrity reports and risk assessments more efficiently. Another critical enhancement was a centralized and secure repository for data and historical insights that ended up creating a robust database.

Furthermore, a user-friendly advanced admin area and an innovative suite of prevention tools strengthened the platform's functionalities, enabling members and analysts to easily access potentially dangerous teams and risky fixtures. These tools were designed to bridge actionable intelligence with strategic prevention mechanisms,

empowering members to preventively tackle integrity challenges.

To make sure members could have a complete understanding of the new features and how to use them, the ULIS Operations Team conducted throughout the year a series of onboarding call, ensuring they were fully aware of the platform's capabilities.

As a result the engagement level within the platform was boosted. There are currently 64 different members and partners using the platform, including international sports federations such as FIFA, UEFA, IOC, and CONMEBOL.





Survey and feedbacks confirm high satisfaction rate

The onboarding calls proved to be an important source of feedback from users while trying and testing the new features. In addition to the calls, our day-to-day operations collected useful insights from users that allowed us to critically assess what can be improved in the future.

A comprehensive satisfaction survey was conducted by ULIS with the support from the European Lotteries and the World Lottery Association. After analyzing the answers, the survey confirmed that the platform is being used frequently, with 70% of users accessing it several times a week.

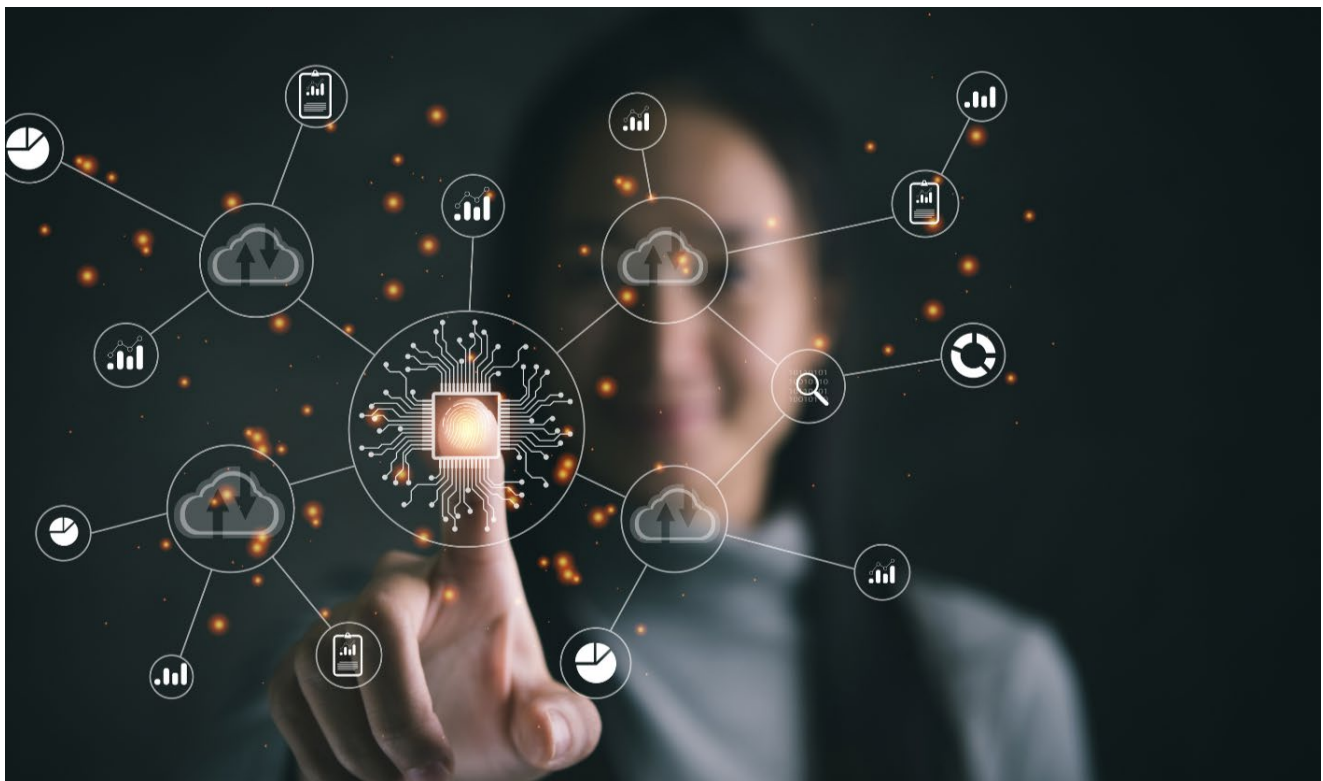
The new platform received a high level of satisfaction, with 86% of respondents perceiving the new features as a positive change to their tasks.

Looking ahead, the potential enhancements highlighted through surveys and feedback in 2025 pave the way for even greater functionality to come. This collaborative approach ensures ULIS maintains a user-centric perspective, enhancing the platform to better serve its stakeholders.



90%

The new platform received a high satisfaction rate of 90%, with 86% of respondents saying it was a major improvement in their daily workflow.





Monitoring top-level tournaments with UMIG

ULIS Monitoring and Intelligence Group (UMIG) oversight during the FIFA Club World Cup and UEFA Women's EURO 2025

Two of 2025's most prominent football tournaments, the FIFA Club World Cup in the United States and the UEFA Women's EURO in Switzerland, were monitored by ULIS lottery members through the ULIS Monitoring and Intelligence Group (UMIG).

- FIFA Club World Cup 2025: 32 leading club teams, hosted in the USA from 14 June to 13 July.
- UEFA Women's EURO 2025: 16 national teams, hosted in Switzerland from 2 to 27 July across eight venues.

Given the scale of global audiences and betting interest, coordinated market surveillance by lotteries played a central role in protecting the integrity of both events. No integrity concerns were identified in the matches monitored.

How UMIG monitored the events?

UMIG's operations combined global coverage with a structured, data-led approach. Monitoring experts from the ULIS Operational Team, based across hubs in Asia, Europe, and North America, provided continuous oversight aligned with match schedules and trading patterns. Their work was supported by ULIS's proprietary integrity platform, which uses model-based alerts to flag anomalies.

UMIG functions as a multifaceted collaborative group to exchange critical information about potential risks and betting market analysis. The meetings with lottery members achieved the highest attendance rate this year, with members proactively engaging as the tournaments unfolded.

Moreover, ULIS worked closely with FIFA and UEFA through the FIFA Integrity Task Force and UEFA's Anti-Match-Fixing Assessment Group (AMFAG) to align risk assessments, share insights, and maintain clear escalation pathways before, during, and after the events.

Enhanced monitoring against manipulation

The benefits of this enhanced monitoring are twofold: it not only creates a fair playing environment for athletes but also assures fans and stakeholders that the integrity of their favorite sports is being protected.

The ongoing collaboration between lotteries and sports governing bodies is key to upholding and elevating existing integrity standards, ensuring that the play remains at the heart of the game.

UMIG functions as a multifaceted collaborative group to exchange critical information about potential risks and betting market analysis



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Voices from the field - Ten perspectives from our members and partners on the value of ULIS monitoring services

ULIS collaborates closely with a diverse range of stakeholders, including lotteries, sports bodies, law enforcement, public authorities, and intergovernmental organizations to prevent and detect the manipulation of sports competitions through

monitoring, risk assessment, and preventive measures.

This section presents concrete results, lessons learned, and the path forward from ten organizations collaborating with ULIS to protect competitions,

athletes, fans, consumers, and the broader public interest in the global sports community. It relies on the insights gathered through interviews with our members and partners as published in the WLA Magazine, special edition on sports integrity, issue 67.

La Tinka

The Peruvian lottery La Tinka works with ULIS to safeguard a rapidly expanding football market through independent monitoring, evidence-led decisions, and responsible customer outcomes. A recent case in Peru's Liga 1 Te Apuesto illustrates this: after voiding a suspicious match and refunding bets, La Tinka submitted a ULIS integrity report to INDECOPI, Peru's national authority for protecting consumer rights. The integrity report closed the complaint in our favor. The outcome protected consumers, affirmed due process, and showed how monitoring data can resolve disputes. Looking ahead, La Tinka plans to expand athlete education, tighten coordination with authorities, and curb illegal betting influence using ULIS tools and guidance.



"With support of ULIS, we submitted an integrity report that clearly demonstrated the match was manipulated. Based on this evidence, INDECOPI ruled in our favor, and the case was closed." — Sergio Poves, Legal and Compliance Assistant Manager, La Tinka



"ULIS is a very important partner for us. Their monitoring of the global betting market is crucial in detecting anomalies that may indicate match manipulation." — Andreas Arver, Integrity Officer, Svenska Spel



Svenska Spel

Svenska Spel relies on ULIS's monitoring and analysis to detect betting anomalies early, inform market decisions, and coordinate integrity actions with Swedish bodies. For example, when ULIS flags irregular betting on a lower-division football fixture, Svenska Spel can pause the market, share data with ULIS, and align a response protocol that tightens risk controls. The collaboration has reduced exposure to suspected manipulation and supported lowering dawn alerts and threats, strengthening trust among customers, athletes, and regulators. Looking ahead, Svenska Spel will deepen platform integration and continue to collaborate with ULIS in training, education, and events.

Nederlandse Loterij

Nederlandse Loterij TOTO partners with ULIS as an international odds and risk monitoring ally, integrating ULIS alerts into its trading controls to focus scrutiny, share information, and act quickly on integrity risks. For example, when ULIS flags atypical odds on a football fixture, Nederlandse Loterij cross-checks internal alerts, suspends select markets, and shares information with ULIS and its network. This collaboration strengthens early risk detection, enables proportionate interventions, and increases transparency for stakeholders and fans. Nederlandse Loterij looks forward to expand two-way knowledge sharing via the One Stop Platform, and work on the possibility of ULIS having a adaptable competition ratings in certain cases that is more aligned to its regulatory constraints.



"For TOTO, ULIS is especially valuable as an international monitoring system that maps irregular movements in odds... It helps us focus more precisely on matches where something suspicious may be happening." — Arjan Heijne, Head of Trading, Nederlandse Loterij (TOTO)



"ULIS's tournament and league assessments are highly beneficial from a risk management perspective. When high-risk teams are identified through these assessments, we are able to take preemptive measures." — Ilho Lee, Product Operations Lead, Korea Sports Leisure



Korea Sports Leisure

Korea Sports Leisure (KSL), operating under a government license, collaborates with ULIS to manage integrity risks in a tightly regulated market. ULIS tournament and league assessments inform proactive exclusions of high-risk events, limiting exposure before issues arise. Targeted exclusions and ongoing information exchange have reduced vulnerabilities and supported fair play. KSL hopes that ULIS can expand its capacity-building activities in Asia and develop tailored risk assessment tools for emerging sports and betting markets.



CIBELAE CIBELAE partners with ULIS to raise awareness, build regulatory capacity, and spread best practices across Latin America. CIBELAE collaborates with ULIS on several occasions, most recently in Buenos Aires alongside the Council of Europe, and promoted a ULIS agreement that allowed regulatory and regular members free access to ULIS's services for one year. This collaboration has boosted early risk recognition, catalyzed regulatory dialogue, and improved consumer and player protection across diverse Latin American jurisdictions. CIBELAE seeks to continue its collaboration with ULIS on future events and looks forward to ULIS support for regulatory updates and capacity building programs.

“ULIS can detect trends and anticipate threats through its network, raising these issues with LEAs via the IMFTF.” — Francisco Portugal, Criminal Intelligence Officer, INTERPOL

INTERPOL

INTERPOL partners with ULIS as a multi-stakeholder integrity bridge, leveraging ULIS alerts and reports to connect law enforcement with the betting industry for faster, cross-border case development. For example, ULIS bi-weekly and monthly monitoring reports help the Interpol Match-Fixing Task Force (IMFTF) identify the reasons behind betting alerts, their timing (pre-game, in-play, or post-game), geographic distribution, and the different sports involved. This collaboration helps the IMFTF connect alerts with ongoing cases in the member countries it supports. INTERPOL works toward expanded data sharing with ULIS members to enable deeper crosschecks using INTERPOL's 19 databases and Financial Crime Analysis File.

Group of Copenhagen

The Group of Copenhagen (GoC) works with ULIS as an operational integrity partner, sharing alerts following the Memorandum of Understanding signed in 2017, to support national platforms in detecting cases, spotting risks, and coordinating responses. All ULIS alerts are shared in the Group's Logbook and categorized by severity—yellow, orange, or red. Also, ULIS contributes to the establishment of national platforms through the Council of Europe's ACT Project (Addressing Competition Manipulation Together). The GoC would like to further collaborate with ULIS in the development of shared training modules with National Platforms.

“We have cooperated with ULIS since its creation. We appreciate the activities of ULIS, when it comes to the monitoring of sports competitions, its strong network, experienced team of analysts, and the information we receive.” — Friedrich Martens, Head of the Olympic Movement Unit on the Prevention of the Manipulation of Competitions, IOC

International Olympic Committee (IOC)

The IOC's OM Unit on Prevention of the Manipulation of Competitions works with ULIS as a monitoring and intelligence partner, sharing alerts with the IOC's IBIS platform. During recent Olympic cycles ULIS has provided monitoring support to the Unit. This collaboration was key for the detection of irregularities or suspicious betting activities that might suggest competition manipulation. Looking ahead, the IOC seeks deeper data sharing support to detect “betting on one's sport” violations.

CONMEBOL

CONMEBOL partners with ULIS for monitoring, intelligence, and prevention of competition manipulation in South America. This cooperation strengthens regional prevention, supports cross-border case work, and enhances transparency and protection for players, officials, clubs, and fans. Over the past year, CONMEBOL has developed and implemented a comprehensive Integrity Program built on three strategic pillars: education, monitoring, and case follow-up.

“With its history, global reach, and privileged relationship with national lotteries, ULIS stands out as a vital integrity partner for UEFA.” — Vincent Ven, Head of Anti-Match-Fixing, UEFA

UEFA

UEFA's partnership with ULIS is a structured, two-way intelligence and monitoring collaboration that leverages ULIS's global network of national lotteries to provide real-time alerts and analytical reports on suspicious betting across jurisdictions. For UEFA, ULIS's monitoring is unique thanks to its membership base of national lotteries supported by continental operational hubs. ULIS also contributes to UEFA's Fight the Fix program that takes place every two years.

“What distinguishes ULIS from others is the focus on serving members with the clear purpose of strengthening the integrity of betting, rather than for a commercial purpose.” — Rodrigo Cigliutti, Executive Director, CIBELAE

“ULIS plays a crucial role by collecting and sharing alerts from its members with the Group of Copenhagen.” — Corentin Segalen, Chair, Group of Copenhagen

“CONMEBOL joined ULIS as a strategic move to strengthen international cooperation in the fight against match manipulation.” — Graciela Garay, Director of Ethics, Compliance and Integrity, CONMEBOL



| Education

The impact of Edulis – the ULIS Educational Program



Education is a core pillar of ULIS's strategy to prevent competition manipulation.

Monitoring alone is not enough; athletes, coaches, officials, regulators, lotteries, and betting operators need practical tools that translate policy into daily practice. Edulis, a comprehensive educational program, aims to promote awareness and understanding of integrity in sports. Through workshops, seminars, and toolkits, Edulis empowers stakeholders with the knowledge and materials necessary to champion integrity in their fields.

As part of Edulis, we have developed Edukit, a series of ready-to-use assets that equip stakeholders with structured learning materials easy to deploy in briefings, induction sessions, and training sessions.

The Edukit combines slide decks for workshops, concise insight summaries with key facts, links, data, infographics, short videos, and image cards suitable for internal communications or campaigns. Content is tailored for distinct audiences, such as regulators, lottery staff, and sports administrators, so each group can focus on the red flags, reporting pathways, and compliance expectations most relevant to their role.

Edukit can now be accessed in a simple and secure way

There are two ways you can now access all the tools of Edukit: via the monitoring platform and the ULIS website.

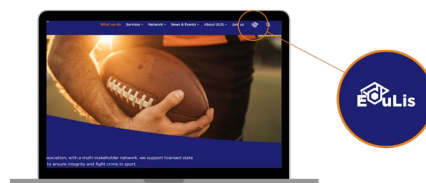
Integrated into the ULIS platform, Edukit sits alongside monitoring and communication tools, enabling a one-stop approach to education and operational services.

Another possibility to access the Edukit is through a dedicated webpage linked from the ULIS website homepage. All nine toolkits are available there, with a user-friendly navigation system that lets visitors browse by category

(for example, regulators or lottery staff), so users can quickly find the resources most relevant to their audience. A whitelist system ensures only authorized users can download materials, supporting appropriate use while preserving ease of access for ULIS members and official partners.

Impact and uptake across the community

The Edukit has been very well received and the results are tangible. We surpassed 400 downloads in the first month alone and received positive feedback from members and partners. Representatives from sports organizations have engaged with the materials for evaluation, and national and regional bodies are adapting assets to local needs. This success reflects a clear demand for ready-to-use content that blends practical guidance with credible data.



How HKFA is successfully using Edukit

The Football Association of Hong Kong, China (HKFA) became an ULIS associate member this year. Established in 1914 as the highest football authority in Hong Kong, the HKFA has been working on several integrity aspects, targeting grassroots football, youth training, women's football, and the training of coaches and referees.

To strengthen education for new players, the HKFA integrated an Edukit



video into the player licensing process, making its visualization mandatory as part of the educational process. The video contains information on competition manipulation and betting and explains the integrity rules based on the policies of international football governing bodies. The material was strategically placed in a link alongside the association's Code of Ethics. To maximize reach and comprehension, the HKFA provided a Chinese translation of the video content. The result is consistent, auditable education embedded in existing workflows and aligned with international integrity standards.



Integriball 2.0 delivers powerful legacy of integrity



Group photo from Integriball 2 Closing Event
Bucharest, 21 October 2025

Young and female football players empowered to combat competition manipulation

The Integriball 2.0 project came to a successful conclusion on 21 October 2025 with a Closing Conference at the Romanian Football Federation in Bucharest.

The pioneering project, the second of its kind, was launched in March 2024 in response to the identification of young and female athletes as a vulnerable audience to being affected by manipulation and abuse in sport. Integriball 2.0 was designed to strengthen the integrity of women's and youth football in Estonia, Georgia, and Romania.

The international reach of the project

was underscored by the project's partners: coordinated by the CSCF Foundation for Sport Integrity in partnership with the Berkeley Global Society, ULIS, supporting partner UEFA, and the football associations of Estonia, Georgia and Romania.

Purpose and implementation

The key aims of Integriball 2.0 were to strengthen safeguarding, combat match-fixing, and foster whistleblowing in football through targeted education and empowerment initiatives. The ultimate goal was to help promote a sporting environment that prioritises integrity and inclusivity.

Held at the national football federations in each country, sessions

were organised in Bucharest from 26-27 March, Tbilisi from 31 March-01 April, and Tallin from 2-3 April.

The partners were instrumental in creating and delivering educational programmes tailored to the needs of the athletes. Experts from each organization equipped national educators to carry their knowledge forward within their football federations. The train-the-trainer model ensured that the principles of integrity, safeguarding, and whistleblowing continue to reach those most at risk. Integriball 2.0 created a lasting framework to protect and empower young and female footballers in each participating nation.



ULIS' role

ULIS played an important role in researching, reviewing and analysing the situational report, developing the curriculum and delivering the training sessions. It included everything from interviews to the creation of train-the-trainer programme and delivery of the betting modules and pilot sessions for women and youth players.

Data from our one-stop proprietary monitoring platform was especially useful. New monitoring technology was introduced in 2024 that significantly strengthened our capabilities in this area, with over 920,000 matches being recorded annually. In addition to the latest global data and analysis, the sessions were prepared based on country-specific data ULIS has collected and analysed from Estonia, Georgia and Romania.

Outcomes

Significant improvement was shown in awareness of competition manipulation, whistleblowing/reporting mechanisms among players and entourage in all three countries following the training sessions, with footballers and coaches now better equipped to identify and respond to integrity and safeguarding challenges.

In addition, a strong network of trained educators is now in place, ensuring the continuation of integrity and safeguarding education across partner countries.

Educational tools are also slated to be integrated into the national licensing systems of Georgia and Estonia, as well as into the education frameworks of Romania, ensuring the long-term inclusion of integrity and safeguarding topics within football structures.

Going forward

At the end of the Closing Conference, the project partners issued a Common Statement on the Protection and Empowerment of Youth and Women in Football that reaffirmed their collective commitment to advancing integrity, safeguarding, and education in football.

Integriball 2.0 partners vowed to continue promoting education as the most effective prevention tool against manipulation and abuse in sport, strengthen collaboration nationally and internationally, and continue this important work aimed at maintaining the highest standards of integrity in sport.





Strengthening Academic Partnerships

Four Years of Collaboration with the University of Lausanne



Edulis, the ULIS education program, is built around three strategic pillars.

One of these prioritizes partnerships with academic institutions to conduct joint research and deliver tailored educational sessions, bridging the gap between theory and practice. In 2025, ULIS deepened this approach through continued collaboration with leading universities.

For the fourth consecutive year, ULIS contributed to the Certificate of Advanced Studies (CAS) in Regulation

of Global Sports at the University of Lausanne (UNIL). This ongoing partnership underscores the value of linking academic expertise with the operational insights of a specialized sports betting integrity body.

The Certificate of Advanced Studies (CAS) in Regulation of Global Sports of the University of Lausanne aims to understand the global sporting regulations based on domestic, European, international laws, as well as transnational sporting rules. It reflects upon the possible evolution of global

sport regulations thanks to the models and current issues facing global sport.

As part of this collaboration, Cristina Swan, ULIS Project Manager, delivered a series of sessions on the regulation and monitoring of sports betting and related integrity risks. The lectures examined:

- Approaches to detecting and assessing suspicious betting activity
- The use of integrity reports in investigations and prosecutions
- The distinct regulatory and integrity challenges in e-sports betting compared with traditional sports

These sessions aim to equip participants with practical frameworks and tools that can be applied within regulatory, investigative, and compliance settings, strengthening the wider integrity ecosystem.





| The ULIS Network

New Members

National Lottery PLC



National Lottery PLC is the exclusive concessionaire and licensed operator of all National Lottery Games in Malta. Committed to integrity and sustainable operations, the company offers innovative lottery experiences while supporting charitable and social causes across Malta. Operating since 2022, National Lottery PLC has consistently upheld the values of transparency, responsibility, and community engagement.

Loterie Nationale de Luxembourg



The Loterie Nationale was established by Grand-Ducal Decree on 13 July 1945 to ensure the continuity of the missions of the Œuvre Nationale de Secours Grande-Duchesse Charlotte and to support philanthropic activities nationwide. Entrusted with the organisation of the Lottery, the Œuvre redistributes all profits to charitable causes. For over 75 years, the National Lottery has offered attractive games while upholding responsible gaming and commercial ethics, pursuing its future with integrity, enthusiasm and a strong commitment to the public good.

Football Association of Hong Kong, China



Established in 1914 as the highest football authority in Hong Kong, the HKFA has been working on several integrity aspects, targeting grassroots football, youth training, women's football, and the training of coaches and referees. The organization seeks to enable broader public access to football and provide professional development for those aspiring to pursue a career in the sport.

Bplay Paraná



Established in 2023 in Pinhais, Paraná, Bplay Paraná is the result of a strategic partnership between the Brazilian company Phrohard and the Argentine firm Boldt. The company specializes in sports betting operations combining innovative technology with international expertise to deliver the best betting experiences to its users.



We are Betting & Gaming Entertainment

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 @WeAreOpenBet



The power of international collaboration

ULIS and LFP Partnership

ULIS and French professional football league (LFP) entered into a partnership agreement to safeguard the integrity of French professional football.

In April 2025, ULIS signed a cooperation agreement with the French professional football league Ligue de Football Professionnel (LFP) to reinforce the protection of sports integrity in France's top-tier football competitions, Ligue 1 McDonald's and Ligue 2 BKT. This new partnership reflects the shared determination of both organizations to uphold the principles of transparency, fairness, and ethical conduct in sport. This agreement facilitates the exchange of crucial information

between ULIS and the LFP to prevent and combat competition manipulation threats to football. As part of its operational role, ULIS will conduct pre-season integrity assessments of clubs and other stakeholders, ensuring that the foundations of French professional football remain strong and trustworthy.

The LFP, which is responsible for managing professional football in France under the regulations of the French Football Federation, has a longstanding commitment to creating an environment in which professional clubs can operate effectively and fairly. This collaboration with ULIS underscores the LFP's dedication to maintaining the highest standards of professionalism and integrity within the sport.

Speaking about the agreement ULIS President Gilles Maillet said "This partnership reinforces the collective efforts of ULIS and the LFP to ensure that Ligue 1 McDonald's and Ligue 2 BKT remain synonymous with fair play and ethical excellence. It represents an extra instrument to protect the integrity of French football. ULIS has always been committed to ensure the integrity of French sports and we will continue to do so now with the additional support of the LFP."



Scaling new heights

The evolving collaboration between ULIS and FIFA.

The collaboration between ULIS and FIFA entered a new phase in 2025, broadening its scope to address integrity issues in global football. As challenges evolve and grow more complex, the FIFA Integrity Task Force, of which ULIS is an active member, has played an essential role in bringing together betting experts, sports bodies, and law enforcement to ensure matches are monitored and information and intelligence are shared.

Established to monitor and safeguard all FIFA competitions from match manipulation and other integrity-related matters, the FIFA Integrity Task Force leverages the strengths of each participant. Besides monitoring, an important part of ULIS's contribution is the exchange of information among stakeholders, enabling swift action on suspected cases of match manipulation. With its extensive network of lottery members, ULIS provides real-time intelligence and supports the development of proactive monitoring strategies.



Luca Esposito and Daniel Chan at the FIFA Integrity Task Force meeting
Miami, 8 May 2025

This year, the Task Force met on three occasions, and ULIS took an active part in each meeting. The first, an online session in January, set the tone for 2025 by analyzing emerging threats and aligning monitoring priorities. In May, members gathered in Miami to refine response strategies and share practical experiences. September's online meeting focused on the FIFA World Cup 2026 qualifiers and welcomed new members. For the first time, all six confederations'

integrity and anti-match-fixing units—AFC, CAF, Concacaf, CONMEBOL, OFC, and UEFA—joined the Task Force as permanent members.

As the partnership evolves, ULIS and FIFA remain committed to scaling their efforts and fostering deeper collaboration to ensure fair play and transparency on the world football stage.



Elevating integrity in European football

ULIS and UEFA partnership takes to the next level.

Over the past year, ULIS and UEFA have strengthened their partnership to maintain the integrity of European football. The governing body of European football and the European lotteries that are members of ULIS, through their collaboration within the ULIS network, had the opportunity to put their best practices into action during the UEFA Women's EURO 2025, which took place in Switzerland, the country where both organizations have their headquarters.

The Women's EURO 2025 was an ideal opportunity to enhance cooperation among relevant stakeholders from the football community, the lotteries, and the public authorities. Building on our experience of collaboration as a member of the UEFA Anti-Match-Fixing Assessment Group (AMFAG), a dedicated group that performed the monitoring of the competition and supported detecting and addressing any match-fixing-related concerns before and during the matches, the monitoring of the tournament was a complete success, free of any integrity issues.

A concrete successful example of how monitoring can play an important role in detecting competition manipulation was

the case of UEFA's decision to ban the Montenegrin club FK Arsenal Tivat for ten years from European competitions. The decision was made by the UEFA Control, Ethics and Disciplinary Body (CEDB) following an investigation into match-fixing allegations. ULIS's integrity reports on suspicious betting patterns and information from its lottery members contributed to this case. In an interview with WLA Magazine No. 67, Vincent Ven, Head of Anti-Match-Fixing at UEFA, highlighted the vital role of the ULIS-UEFA partnership, saying that "with its history, global reach, and privileged relationship with national lotteries, ULIS stands out as a vital integrity partner for UEFA."

ULIS at the 2nd CONMEBOL Compliance and Integrity Summit

In 2023, when CONMEBOL organized its first Compliance and Integrity Summit also in Paraguay, ULIS was the only betting integrity organization participating in the event.

This year Summit was held at the CONMEBOL SUMA Complex and brought together top-level panelists and more than 200 participants from South America and other regions of the world, including experts in compliance and integrity. ULIS was represented by Fabian



CONMEBOL Integrity Summit at the SUMA Complex
Luque, 24 September 2025

Garcia, whose presence reaffirmed ULIS's commitment to safeguarding sports integrity in the region.

ULIS and CONMEBOL Partnership

ULIS and CONMEBOL signed a cooperation agreement in 2024 aimed at fostering ethical and transparent practices in sports through education, monitoring, risk assessments, and the promotion of expertise in sports integrity on an international level.

It underscores the importance of collective action as no single organization or governing body can tackle integrity risks in isolation.

As part of this partnership, ULIS joined the CONMEBOL Libertadores Monitoring Group, which met in Lima, Peru, on 29 November ahead of the Libertadores final. ULIS General



Luca Esposito (second from left) at the CONMEBOL Monitoring Group Meeting
Lima, 29 November 2025

Secretary Luca Esposito attended the meeting alongside other international integrity bodies and CONMEBOL partners dedicated to safeguarding integrity in South American football.

"The collaboration with ULIS is an important pillar of CONMEBOL's

integrity work. Their monitoring and analysis complement our own efforts, helping us to identify risks, protect competitions, and strengthen the safeguarding of football in South America for players, clubs and fans.", said Graciela Garay, Director of Ethics, Compliance and Integrity CONMEBOL.



ULIS endorses the IOC's Universal Declaration on Sports Integrity

The Declaration was adopted at the 5th IOC International Forum for Sports Integrity

The fifth International Forum for Sports Integrity, organized by the International Olympic Committee (IOC) on October 24, 2025, brought the Olympic Movement and its partners together and concluded with a Universal Declaration on Sports Integrity. ULIS and the lotteries endorsed the Declaration recognizing the important role that betting entities can play in the fight against competition manipulation.

In her opening remarks, IOC President Kirsty Coventry used the spider web metaphor to illustrate how the sporting system operates to ensure credibility and legitimacy. The strength of the entire sporting ecosystem is determined by its weakest component, making a comprehensive, unified commitment to integrity essential.

She said, "We want athletes and the public to believe in us – we want them to understand that we are doing the right thing, and we are protecting what we believe in for generations to come. But it can only be done if we are that spider web - if we link together and we work together as one in a way that is collaborative and uses all of our strengths to ensure that everyone is getting stronger together."



The Olympic House hosted the 5th IOC International Forum for Sports Integrity
Lausanne, 24 October 2025



JEAN-LUC MONER-BANET
President, United Lotteries for Integrity in Sports (ULIS)

The International Forum for Sports Integrity and ULIS contribution to the Olympic Movement

ULIS has participated in all editions of the IOC International Forum for Sports Integrity.

This year, the Forum discussions focused on four key themes central to sports integrity and reflecting the structure of the Universal Declaration on Sports Integrity. These included promoting good governance and combating corruption in sport; the role of Artificial Intelligence (AI) in upholding the integrity of Technical Officials; addressing competition manipulation; and safeguarding in sport.

A panel discussion was dedicated to the challenges, opportunities, lessons learnt, and ways to move forward to tackle competition manipulation as a team. It was joined by ULIS President Jean-Luc Moner-Banet who reiterated the lotteries' commitment to continue their efforts and cooperation with all stakeholders.

Jean-Luc Moner-Banet emphasized the importance of the close collaboration between ULIS and the Olympic Movement Unit on the Prevention of the Manipulation of Competitions (OM Unit PMC). ULIS has been a trusted partner for the Olympic Movement Unit

on the Prevention of the Manipulation of Competitions (OM Unit PMC) since its establishment, providing support for the monitoring of the Olympic Games.

Our monitoring and collaboration are not restricted to the Olympic Games; they extend to the Youth Olympic Games and Qualification Tournaments. Furthermore, ULIS supports the Unit not only with its monitoring capability but also, when needed, with staffing support to ensure the completion of monitoring shifts during the Games.



Collaboration with INTERPOL and Law Enforcement

At the 15th Meeting of the INTERPOL Match-Fixing Task Force, held in Abu Dhabi, United Arab Emirates, from 11 to 13 November 2025, ULIS President Jean-Luc Moner-Banet took part in a panel discussion that brought together executive-level representatives of key regulatory and monitoring organizations with an audience of front-line investigators.

President Moner-Banet outlined ULIS's cooperation with law enforcement and described the pathways for initiating case cooperation, whether on request or following escalations in monitoring alerts. He detailed how ULIS coordinates with its lottery members to collect relevant betting data and prepare comprehensive integrity reports for the authorities, along with expert statements and technical briefings for investigators.

This cooperation has proved successful in several instances, demonstrating how the partnership between lotteries and law enforcement agencies strengthens sports integrity work, turning alerts into actionable intelligence that helps with the investigations.

ULIS is part of the INTERPOL Match-Fixing Task Force and collaborates closely with INTERPOL to fight against competition manipulation at the international level.



Jean-Luc Moner-Banet (first from left) participating in a panel discussion.
INTERPOL Match-Fixing Task Force
Abu Dhabi, 11-13 November 2025



ULIS and the lotteries supporting the Council of Europe in promoting the Macolin Convention

Since April 2022, ULIS and the World Lotteries Association (WLA) have supported the Council of Europe's ACT (Addressing Competition Manipulation Together) project.

This initiative has been instrumental in promoting the Macolin Convention, preventing competition manipulation, and countering illegal betting. The project culminated in the ACT Closing Conference, "Safeguarding Sports Integrity," which took place in Quebec City, Canada, on April 3–4, 2025. At the conference, ULIS presented its monitoring, intelligence, and detection work, highlighting its expanded capabilities following the deployment of its new monitoring platform technology.

ULIS participated in two meetings this year: one on May 22 at the UEFA headquarters in Nyon, Switzerland, and the other on December 4–5 at the Council of Europe headquarters in Strasbourg, France. The discussions focused on practical measures to encourage broader adherence to the Convention, such as building information-sharing channels that balance investigative needs and data protection, refining criteria for reasonable betting offers to limit high-risk markets without hindering legitimate wagers, developing a typology of illegal operators to support enforcement against unlicensed or rogue bookmakers, and tailoring anti-money-laundering procedures to the specific risks of sports betting.

ULIS remains the only sports betting integrity entity to sit as an observer



Group photo from the 10th meeting of the T-MC Follow-up Committee held at UEFA Nyon, 22 May 2025

In recognition of our work and commitment to the Macolin Convention, ULIS's observer status was renewed at the 11th meeting of the Follow-Up Committee of the Council of Europe Convention on the Manipulation of Sports Competitions (T-MC).

The meeting took place at the Palais de l'Europe, the Council of Europe's headquarters in Strasbourg, France.

ULIS and its state lottery members fully endorse the principles of the

Macolin Convention and its global implementation. We continue to advocate for wider signatures and ratifications of the convention by engaging with national authorities and stakeholders. Our goal is to strengthen integrity frameworks and align regulatory practices across jurisdictions.

Following the renewal of status, ULIS remains the only sports betting integrity entity to sit as an observer to the committee.



Luca Esposito at the ACT project closing event Québec, 3 April 2025

The ACT Project

Duration: June 2022 - June 2025

Main activities and events:

ACT successfully organized numerous events, including conferences in Buenos Aires, Rio de Janeiro, and Rabat. These events aimed at raising awareness and facilitate more effective cooperation at national and international levels on the evolving issue of competition manipulation. The project also provided technical assistance missions to countries such as Iceland and Portugal, and launched studies examining the links between sports manipulation and betting, as well as evaluating the state of national platforms. These efforts have significantly increased the visibility of the Macolin Convention, having a positive impact on the increase of the number of countries ratifying and signing the convention.

Who benefited from the project:

- National Platforms (as defined by the Macolin Convention) that coordinate information exchange and action at national level.
- Public authorities responsible for sport, lotteries, and regulators.
- Sports organizations and competition organizers.
- People involved in sports competitions in all capacities: athletes, coaches, trainers, referees, officials (paid and volunteer).



XIX CIBELAE Congress focusing on integrity

Asunción, Paraguay, hosted the XIX CIBELAE Congress from November 10–14, 2025, bringing together Latin American lotteries and the regional gaming industry to reinforce the city's role as a hub for international dialogue on legal gaming. The event highlighted sports betting and sports integrity, offering participants a clear view of the regional landscape and underscoring how technology has become the cornerstone of the modern sports-betting model. Luca Esposito, ULIS General Secretary, moderated two panel discussions: one on the role of international organizations in regulated sports betting activities, and another on integrity initiatives to counter competition manipulation.

The congress addressed a broad agenda, including the regional landscape of sports betting, the role of international organizations in sports betting, technology as a pillar of the sports-betting model, risk management in sports betting, integrity in sports betting, and evolving market trends in marketing and advertising. It also covered the regional overview of lottery games, the evolution of points of sale, and the deregulation and diversification of marketing, along with digital capture and digitization of lottery products and regional product offerings.





ULIS General Meeting



Executive Committee members at the ULIS General Meeting
Bern, 16 September 2025

The ULIS General Meeting took place in Bern, Switzerland, during the European Congress. Representatives from 27 lottery members attended and adopted several important decisions in addition to the organization's formal obligations.

Key decisions

Among the key decisions was an exceptional extension of the elected Executive Committee's mandate by approximately one year, in addition to the two-year term established in the bylaws. The purpose of this extension is to align the elective General Meeting with the WLA Summit rather than the European Congress, thereby ensuring broader participation from members across all continents.

Members also voted to increase membership fees for individual and regulating members by 20%. Fees had not been adjusted for more than five years, while both the scope of association services and general costs have increased during this period. The revised fee structure is intended to support the long-term financial sustainability of the association.

Strategic Plan 2025-2028

Looking ahead, members were presented with the new strategic plan for 2025-2028. The plan is grounded in an in-depth SWOT analysis of the current landscape and global integrity challenges.

The General Secretary introduced six key strategic initiatives:



Communication

Enhance internal and external communication through newsletters and a stronger digital presence.



Macolin Convention

Promote the Macolin Convention: proactively support and promote this international treaty.



Membership

Recruit new lotteries: focus recruitment efforts on Africa, the United States, and Asia.



Services

Develop horse services: explore opportunities to expand integrity services for horse racing betting.



Financial sustainability

Secure financial capabilities: optimize membership fee structures to ensure financial sustainability.



Associate Members

Strengthen services for Associate Members: improve and stabilize services tailored to Associate Members.



Former President Gilles Maillet (left) and elected President Jean-Luc Moner-Banet
Bern, 16 septembre 2025

Leadership acknowledgements and award

Former President Gilles Maillet reported on key achievements over the past two years of his mandate, focusing on six primary themes: monitoring, education, cooperation, policymaking, governance, and communication. The elected President, Jean-Luc Moner-Banet, thanked Mr. Maillet for his contributions to the organization's success and presented him with an award recognizing the significant progress achieved during his mandate.



European Lotteries (EL) Congress 2025



From 14 to 17 September, ULIS took part in the European Lotteries (EL) Congress 2025 in Bern, Switzerland.

Held under the theme “Building a Better World,” the flagship industry gathering welcomed more than 550 participants.

Across three days, the program featured inspiring keynotes and in-depth discussions on responsibility, regulation, innovation, and integrity, bringing together professionals from across the lottery sector.

ULIS General Secretary, Luca Esposito, joined a panel on sports betting and integrity, highlighting ULIS’s role in engaging young audiences and supporting stakeholders across the lottery and sports ecosystem. Panelists also underscored the importance of the Macolin Convention in providing clear definitions and guidance for a sustainable betting offer.

Trade Show

Beyond the formal sessions, the Trade Show provided a strong platform for networking with key actors from the European state lottery and sports betting community. With the support of the European Lotteries, one of our founding members, ULIS hosted a booth for the first time

to present its work. The initiative proved highly successful, enabling meaningful exchanges with members and non-members, and showcasing our contributions to sports integrity through monitoring, education, and stakeholder engagement. Visitors also had real-time access to explore our monitoring platform.



Daniel Chan, Cristina Swan, and Gilles Maillet at the ULIS booth
Bern, 14 September 2025



Swedish Conference on match fixing, illegal gambling, and gambling problems

The Conference was organized by Svenska Spel, a member of ULIS, in collaboration with the Swedish Sports Confederation. It took place in Stockholm on 23-24 October 2024, and convened leaders from across the sports ecosystem, the betting industry, public authorities, regulatory bodies, law enforcement agencies, and the media.

The two-day event, which was attended by the Swedish Minister for Social Affairs and Public Health, Jakob Forssmed, focused on how stronger cross-border cooperation, with frameworks such as the Council of Europe's Macolin

Convention, can curb match-fixing, tackle illegal betting, protect vulnerable persons, and safeguard the integrity of competition across disciplines.

ULIS Project Manager Cristina Swan presented a practical approach to monitoring that leads to action and preventive measures. She set out how the Macolin Convention's core principles impact state lotteries and detailed concrete steps lotteries can take to prevent competition manipulation and strengthen day-to-day integrity operations.

Events attended by ULIS in 2025

Dates	Events	Location
28/01/2025	FIFA Integrity Task Force Meeting	Online
25/03/2025	Integriball 2 - Mid-Term Meeting	Bucharest, Romania
26-27/03/2025	Integriball 2 - Pilot Training and Train the Trainers, Romania	Bucharest, Romania
31/03/2025 -01/04/2025	Integriball 2 - Pilot Training and Train the Trainers, Georgia	Tbilisi, Georgia
02-03/04/2025	Integriball 2 - Pilot Training and Train the Trainers, Estonia	Tallinn, Estonia
02-03/04/2025	Closure ACT Project and Launch ACT II	Québec, Canada
08/05/2025	FIFA Integrity Task Force Meeting	Miami, United States
06/05/2025	CAS in Regulation of Global Sport	Lausanne, Switzerland
21-23/05/2025	Sports Betting Seminar	Stockholm, Sweden
22/05/2025	10th Meeting of T-MC Follow-up Committee	Nyon, Switzerland
18/06/2025	AMFAG Kick-off Meeting	Paris, France
16/07/2025	European Anti-Match-Fixing Working Group annual meeting	Nyon, Switzerland
16/09/2025	ULIS General Meeting	Bern, Switzerland
14-17/09/2025	EL Congress 2025	Bern, Switzerland
24/09/2025	CONMEBOL II Compliance and Integrity Summit	Luque, Paraguay
29/09/2025	FIFA Integrity Task Force Meeting	Online
21/10/2025	Integriball 2 Closing Conference	Bucharest, Romania
23-24/10/2025	Conference on match fixing, illegal gambling, and gambling problem	Stockholm, Sweden
24/10/2025	IOC International Forum for Sports Integrity	Lausanne, Switzerland
10-14/11/2025	XIX CIBELAE Congress	Asuncion, Paraguay
11-13/11/2025	15th Meeting of the INTERPOL Match-Fixing Task Force	Abu Dhabi, UAE
19/11/2025	Conmebol Libertadores Monitoring Working Group	Lima, Peru
04-05/12/2025	11th Meeting T-MC Follow-up Committee	Strasbourg, France



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Communication

Digital Experience: enhancing access, engagement, and visibility

In 2025, ULIS made strategic improvements to its digital platforms, with a particular focus on the corporate website. These enhancements have significantly improved user engagement, content accessibility, and search engine visibility. The following key developments illustrate how our digital presence has evolved to better serve our audience.

Website enhancements

An in-depth analysis of website data revealed strong improvements in user engagement, accessibility, and browsing behavior.

- A growing number of users now access subpages directly, indicating improved content discoverability and relevance.
- Users are spending more time on the site, with the average session duration increasing to 2 minutes and 43 seconds per page.
- Organic traffic has grown steadily, reflecting improved search engine visibility and content optimization.
- Additional upgrades include a dedicated webpage for Edulis, a new section for annual reports, and an enhanced events calendar for easier navigation and planning.



Total number of website page views



Website page view increase





Internal digital communication

Our internal communication efforts focused on periodic reporting. In addition to the monthly monitoring reports, we introduced this year quarterly reports.

These quarterly reports are designed to establish a direct communication channel with key decision-makers among our lottery members, including presidents and CEOs. Initiated by the ULIS Executive Committee, the report is a concise, interactive digital document that keeps stakeholders informed of key developments, upcoming events, and strategic milestones.

The Quarterly Report is structured into two main sections:

1. News and updates: Highlights major developments, upcoming events, and organizational milestones. Monitoring section: Presents key data and visual insights, offering a clear overview of trends and alert metrics.
2. The objective is to deliver a brief yet informative document that keeps our members closely connected to ULIS initiatives.

Reports highlights:

- **12 editions** of the Monthly Report, each featuring key alert data, trend analysis, and insights.
- **4 editions** of the Quarterly Report, offering strategic updates and detailed monitoring metrics.
- **1 edition** of the Annual Report
- **1 edition** of the Annual Monitoring Report

Print with purpose

In parallel with our digital advancements, ULIS continued to invest in high-quality printed communication materials in 2025.

These efforts supported brand visibility, stakeholder engagement, and the dissemination of key messages across strategic touchpoints.

Printed material highlights:

- Designed and distributed brochures related to specific projects, aligning visual identity with our digital presence.
- Produced targeted print materials for key events and exhibitions, tailored to specific audiences and use cases.
- Collaborated with partners and suppliers to ensure sustainable printing practices and reduce environmental impact.



Administration



Headquarters

Lausanne, Switzerland

- **Luca Esposito**
General Secretary
- **Cristina Swan**
Projects Manager,
Communications & Administration

Monitoring and Operations

Asian Hub, Hong Kong, China

- **Daniel Chan**
Operations Manager
- **Carol Lee**
Monitoring & Analysis Coordinator
- **Ben Wan**
Monitoring & Analysis Coordinator

European Hub, Copenhagen, Denmark

- **Daniel Groth**
Monitoring and Analysis Coordinator
- **Christopher Olsson**
Monitoring and Analysis Coordinator

Americas Hub, Montreal, Canada

- **Chris Yaakoubian**
Deputy Operations Manager
- **Benoît Borsato**
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